

25 November 1955

MEMORANDUM FOR: Deputy Director/Intelligence

SUBJECT: Survey of Manpower Utilization in ORR

REFERENCE: Memorandum to Assistant Directors from the DD/I, dated
18 November 1955

1. The following information is submitted in response to the various requirements listed under paragraph 2 of the referenced memorandum.

2. Major Functions or Activities. The functions of ORR fall generally within one of the three following groupings: (a) intelligence support in response to priority demands of other components of the CIA, the IAC, the NSC, OSD, and the IAC agencies; (b) coordination delegated to ORR by direction; and (c) research and specialized services recognized as a responsibility of ORR as a matter of common concern. It is believed that all functions performed by ORR at the present time must be continued if the Office is to carry out its basic responsibilities. If the requirements set forth in paragraph 2.b. of the referenced memorandum are to be met, certain recognized activities involved in fulfilling these functions would have to be curtailed. The selection of areas for curtailment within each activity is the only indication of relative priority that appears feasible to this Office in trying to meet the requirements of the referenced memorandum.

For the most part, the distribution of professional, clerical, and administrative personnel strength on board as of 31 October 1955 is expressed in man-years, and the strengths devoted to essential background research, substantive review, and editing are pro-rated to the direct support activities.

Activity	On Duty Strength			Personnel Eliminated by Curtailment		
	Prof.	Cler.	Admin.	Prof.	Cler.	Admin.
<u>Executive Direction, Administration,</u> <u>and Support.</u> Formulation of ORR policy, guidance, and direction; centralized administrative support; and projects control						

Elimination of the ORR records
management program and reduction
in scope of projects control ...

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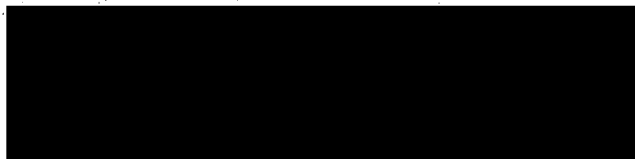
Activity	On Duty Strength			Personnel Eliminated by Curtailment		
	Prof.	Cler.	Admin.	Prof.	Cler.	Admin.
<p><u>Intelligence Requirements Support.</u> Preparation of fully coordinated collection requirements; initial review, control, and dissemination of incoming material; arrangement</p> <p>[REDACTED]</p>	25X9A2					
<p>25X1C8a) Curtailment in selective scanning in Reading Panel, and reduction in coordination of requirements with other Offices</p>						
<p>25X1B4d <u>Direction of Coordination.</u> Executive direction and guidance to interagency coordinating activities, [REDACTED] and intelligence support to economic defense</p> <p><u>Economic Intelligence Committee.</u> In accordance with IAC-D-22/1 (Rev.) and DCID 15/1, including provision of Secretariat for the EIC, substantive review of major papers and monitoring of EIC Subcommittee activities</p> <p>Decreased effectiveness of Secretariat support to the EIC</p>						
<p>25X1B4d [REDACTED]</p> <p>[REDACTED]</p> <p>mass handling, and organization of such data as a service of common concern</p>						
<p>25X1B4d Curtail or eliminate exploitation of major part of [REDACTED]</p>						
<p>25X1B4d [REDACTED]</p>						

25X1B4d

Activity

On Duty Strength
Prof. Cler. Admin.

Personnel Eliminated
by Curtailment
Prof. Cler. Admin.



Intelligence Support to Economic Defense Policy Formulation. OEA representation on appropriate committees, and analysis and coordination of other OER contributions to background and current intelligence support, primarily on Sino-Soviet Bloc countries, required in policy formulation and international negotiations by committees and action agencies within the economic defense structure

25X9A2

Intelligence Support to Enforcement of Trade Controls. Maintenance of a clearinghouse for intelligence relating to past and current transactions and individuals engaged in illicit trade and preparation of intelligence in support of individual cases under consideration by the [redacted] Program

25X1C

Curtailment of CIA support to [redacted] Program by

25X1C

30 percent

3 1

Direction of Economic Research.

General direction, guidance, programming, and supervision of the economic research effort of OER as assigned to CIA under DUID 15/1

Economic Research in Support of

National Intelligence. Intelligence contributions to NIE's, to current intelligence publications, and substantive reports or briefs in response to requests from the DD/I and DCI

25X1C

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	Activity	On Duty Strength			Personnel Eliminated by Curtailment		
		Prof.	Cler.	Admin.	Prof.	Cler.	Admin.
	<u>Direction of Geographic Research.</u> Executive direction, programming, and supervision of the several ac- tivities within the Geographic Area, necessary coordination within the IAC structure, and maintenance of document and map distribution center.....						
25X1C	<u>Regional and Topical Geographic Research.</u> Analytical geographic research on all foreign areas as a matter of common concern, coordi- nation and preparation of contri- butions to the						25X9A2
25X1C							
	detailed area analytical studies in support of DD/P's operational requirements, and research in sup- port of economic and scientific intelligence requirements.....						
25X1C	Elimination of geographic re- search						
25X1C							
	<u>Photo Intelligence.</u> Photo inter- pretation in response to priority requests and preparation of photo intelligence reports in support of the several Agency components, co- ordination of special CIA photo intelligence requirements and de- velopment and photo interpretation training to Agency personnel.....						

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	Activity	On Duty Strength			Personnel Eliminated by Curtailment		
		Prof.	Cler.	Admin.	Prof.	Cler.	Admin.
25X1C	<p><u>Cartography.</u> Production of finished intelligence in the form of maps, charts, and cartograms to accompany published reports of the Agency and [REDACTED] requirements, including review and preparation of NIS maps.....</p> <p>Curtailment in the production of town and city plans for the DD/P, decreased ability of ORR to satisfy priority demands of requesters within stated time limits, and a 50 percent reduction in precise map editing and organized development of improved cartographic techniques.....</p> <p><u>Map Library.</u> Provision of map reference service to all IAC agencies and other appropriate departments, the maintenance of an up-to-date collection of foreign maps, atlases, target charts, and related reference materials, and interagency coordination of map procurement, both foreign and domestic, and of mapping photography obtainable from [REDACTED] sources.....</p> <p>Curtailment in map cataloging resulting in less effective reference services and a 20 percent reduction in headquarters map procurement effort.....</p> <p><u>ORR Overseas Activities.</u> Maintenance [REDACTED]</p> <p>Curtailment of training at [REDACTED] by elimination of two integrated analysts.....</p>						
25X1A6a							
25X1A6a							
25X1A6a							

25X9A2

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Activity	On Duty Strength			Personnel Eliminated by Curtailment		
	Prof.	Cler.	Admin.	Prof.	Cler.	Admin.
Detailed Personnel. Senior personnel detailed to other agencies .						
Elimination of detail through transfer						
TOTALS						

25X9A2

3. Duplications of ORR Functions.

a. It might appear superficially that the Reading Panel in ORR, having a personnel strength of [REDACTED] duplicates in some measure the review and routing of incoming materials undertaken by OCR. Experience has proved that much greater efficiency in relieving analysts of unnecessary handling of documents has been obtained by the more selective review and routing, based on periodic briefings and experience, that can be accomplished by a Reading Panel exclusively serving ORR's known requirements.

b. Although [REDACTED] are both primary contributors of intelligence support to the economic defense policy planning and negotiating activities, avoidance of duplication in substantive research is obtained through interagency programming and recognition of areas of primary responsibility and competence. In the intelligence support for enforcement action,

c. The aggregative analysis of the Soviet economy as undertaken in ORR, particularly with respect to the construction of national accounts, is duplicated in part within [REDACTED] people are concerned with this problem. The responsibility for such aggregative intelligence on the Sino-Soviet Bloc was given to CIA/ORR under DCID 15/1, and it is not appropriate or desirable that this responsibility should be transferred to [REDACTED] because of the centralization of competence within ORR for conducting this type of intelligence production.

d. There is some duplication between the economic research effort in ORR and some aspects of the research undertaken in AFOIN 3-A. The extent of this duplication has been greatly reduced through the various activities of the EIC and through the exchange of research programs. It is virtually impossible to measure the degree of duplication at any one time, and any overlap is believed to be more apparent than real. There is currently a rapid increase in the trend for AFOIN 3-A to rely more and more on the product of ORR and to phase out parallel activities when satisfied with

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the product and scope of the activity of this Agency. In fact, AFOIN has placed specific request upon ORR for studies on the economy of the Sino-Soviet Bloc. It is not appropriate or desirable to reverse the trend of AFOIN's increasing dependence upon CIA/ORR for basic economic studies of the Sino-Soviet Bloc.

e. ORR maintains small research staffs in the field of air, ground, and naval armaments. The research activities of these staffs are carefully coordinated with the Department of Defense, and are designed to fill economic intelligence gaps of national intelligence importance as provided for in DCID 15/1.

f. It should probably be mentioned that there is no significant duplication of effort in the field of photo intelligence within or outside of the Agency. Military counterparts in the photo intelligence field utilize the same photography but for separate purposes. While the Services are concerned in a target sense, the Photo Intelligence Division is more frequently concerned from an Agency operational, scientific, geographic, economic, or capability standpoint.

g. Several other agencies maintain map libraries. Although some of them may hold duplicates of materials maintained in the CIA Map Library, the duplication in the content of holdings is approved by the Interagency Map Coordinating Committee in accordance with need and efficiency in servicing requests.

4. Requirements Now Beyond ORR's Capacity to Perform. The increases in personnel indicated in the following table are considered necessary for fully adequate fulfillment of requirements or responsibilities assigned to this Office.

Requirement	Additional Personnel Required		
	Prof.	Cler.	Admin.
a. Systematic rather than ad hoc exploitation of suspect Bloc transactions and procurement activities by commodities, patterns, and methods of procurement, and economic tactics in support of the economic defense program would require.....			

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25X1B4d

25X1B4d

Requirement	Additional Personnel Required		
	Prof.	Cler.	Admin.
<div></div>			
d. Aggregative economic research on the economies of the European Satellites is deficient for national intelligence estimating purposes, even with projected external research. Adequate personnel strength would require			FOIAb3b1
e. A personnel deficiency exists in the field of aggregative military economics conducted in support of NIE's on Soviet capabilities, and using new analytical techniques consisting of economic cost analysis of specified Soviet military forces. Extensions of preliminary studies to the entire Soviet military structure, in response to ONE expectations, would require			
f. The present economic research in ORR can attack only a small number of the major gaps in intelligence research on the Sino-Soviet Bloc identified by the EIC. Effective fulfillment of ORR's responsibilities in correcting these deficiencies is estimated to require			
g. Increasing success is being obtained in providing current authoritative economic intelligence on the Sino-Soviet Bloc through the exploitation of special source materials. Personnel resources for such exploitation are limited, and it is believed that a justifiable increase in effective economic intelligence production could be obtained by an increase of			
h. Initial studies on Soviet economic penetration on non-Bloc countries have been completed for DD/P by a staff of [REDACTED] . The rapidly growing recognition of the significance of this trend in Soviet activity calls for considerable strengthening of research on this subject, particularly if effective countermeasures are to be devised. This would require			FOIAb3b1

Requirement	Additional Personnel Required		
	Prof.	Cler.	Admin.
i. To fulfill requested deadlines for special projects awaiting assignment for photo interpretation and analysis would require.....	FOIAb3b1 [REDACTED]		
j. Requests for NIS base maps and Chapter I maps exceed the cartographic capabilities of ORR. A backlog of requests for economic charts and graphs is developing, and the increased interest in the use of maps in the OCI Weekly has overtaxed the Special Support Branch serving the Special Center. To effectively fulfill these increasing demands requires.....			
k. Maintenance of scheduled geographic research in economic projects on Sino-Soviet Bloc countries, undertaken on an all-source basis, would require.....			
l. The magnitude of the USAF Photo Mosaic and Target Chart collection can presently be maintained at only a marginal level of efficiency, and the coordination and guidance to domestic procurement of foreign maps and photo coverage through OO/C could be greatly strengthened to the benefit of the community. To correct these deficiencies would require...			
TOTALS.....			

5. Savings Through External Research. It is generally recognized that major benefits from contracting for external research are: (a) the ability to utilize specially qualified individuals who are not available, for one reason or another, for full-time employment; and (b) the assignment of tasks to be conducted externally because of lack of competence or higher priority uses of personnel on full-time duty in the Agency. On the other hand, the cost per unit of work for external research is generally greater than if it were conducted by full-time employees because of overhead expense, lack of close supervision, and inability of external researchers to utilize all sources of intelligence.

a. Savings in personnel currently achieved through external research in the five contracts in the Fiscal Year 1956 budget are estimated as follows:

Research Subject and Contractor	Estimated Personnel Savings
Agricultural Economy of the USSR	

25X1A5a1

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<u>Research Subject and Contractor</u>	<u>Estimated Personnel Savings</u>
Population and Manpower in Selected Foreign Areas (Bureau of the Census)	7
Trade between the Free World and the Soviet Bloc (Department of Commerce)	12
Soviet Railroad Policy [REDACTED]	1
Economic Structure of Czechoslovakia (probably [REDACTED])	3
Total Personnel Savings	26

25X1A5a1

25X1A5a1

b. No area of activity currently performed within ORR can be found in which savings in on-duty personnel might be obtained through the conduct of additional external research. However, additional external research projects have been proposed which would significantly assist ORR in supplementing its present research resources in order to fulfill more effectively its responsibilities.

for OTTO E. GUTHE
Assistant Director
Research and Reports

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